



SOCR[®] Report

(KII[®] Summary & Organizational Competencies Report[®])

Report For:

Morgan Kelly



Report Date: **03/01/2018**

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KII® Summary | SOCR® Report

KII® Summary & Organizational Competencies Report® (SOCR®)

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The Keller Influence Indicator® results and SOCR® Report are for your personal and professional development. Ethical use of the KII® and SOCR® is the responsibility of the participant and organization. Your KII® scores are to be used as a valid measure of existence and degree of the Seven Traits of Influence®.

The purpose of the KII® is to identify strong and challenging areas and how this impacts your potential to be influential. The KII® was created to facilitate an understanding of what makes you influential or what could be stopping you from being influential at work, at home and in the community. Your K-Factor® and Seven Influence Trait® Scores do not determine who you are as a person.



SOCR® Report Overview

The following overview is intended to help you understand your KII® results and how they impact your influence, competencies, and value to an organization. This overview will challenge you to change and apply the discoveries you make.

The SOCR® Report is divided into four main sections:

SECTION ONE: Definitions and KII® Summary

This section provides trait and competencies definitions and summarizes the KII® Report into bytes of information that are relevant to a person's strengths and challenges.

SECTION TWO: 5 Organizational Competencies and the Seven Influence Traits®

The SOCR® Report is designed to offer the organization a depiction of a person's ability to support these five competencies within an organization; leadership, communication, team effectiveness, strategy and emerging solutions, and execution and evaluation. At face value, there is a direct correlation between these Seven Influence Traits® and each of these five competencies. Indirectly the success or demise of a company can be attributed to these Seven Influence Traits®.

SECTION THREE: Contribution and Value to the Organization

This section covers in detail the person's contribution and value to an organization in four main areas; potential to be influential, ability to take action, response to pressure, and management of conflict.

SECTION FOUR: Recommendations and Next Steps

The last section of the SOCR® Report offers recommendations to help the individual identify, develop and incorporate the necessary next steps based on their KII® results. Section four also provides a visual chart of the Seven Influence Traits® descriptors. This chart illustrates how an individual expresses him or herself with regard to their level of that particular influence trait.

The SOCR® Report is a summary look at a person's KII® scores and how these scores relate to the person's ability to meet the needs and demands of an organization or business. These scores are generated from the self-report of a person's responses on the KII®.

*“The FIRST requirement for being an influential person
in all aspects of your life is to know yourself.”*
- Dr. Karen Keller



SECTION ONE: Definitions and KII® Summary

Introduction

We believe in the power of data. Without it, improving results becomes a game of hit or miss. That's why tracking the right behaviors and what influences those behaviors is crucial to your campaign's success. Insights that empower you to improve what's working well or scrapping what isn't. That translates into greater ROI and a healthier bottom line.

Research suggests that the single most valuable capacity a person possesses is the ability to influence. This occurs when people understand themselves by looking at their Seven Traits of Influence®, and how these traits impact their behavior; strengths and challenges, organizational competencies, contributions and value to the organization, and potential ability to develop and grow according to the circumstances of their environment.

The Seven Influence Traits® are an essential piece of a person's formula for success. The level of confidence or commitment, for example, has a direct impact on the decisions, focus, and performance that a person makes. The KII® assessment evaluates the deeper driving force behind why a person does what he or she does by measuring their Seven Influence Traits®. Every individual possesses each of these traits but not all at the same degree.

In order to predict how well a person will achieve specific goals, roles, strategies or tasks, depends on where they fall on these traits and how well they use them, or not. The Seven Influence Traits® provide additional and deeper insight into what makes a person tick. The Seven Influence Traits® are what's underneath a person's soft skills set. Success in soft skills development such as; problem-solving, communication, people engagement, adaptability, or teambuilding are dependent on the Seven Influence Traits®.

For example, a person may have delegating skills but the success of delegation depends directly on their confidence, trustworthiness, and likeability to successfully carry out the delegation. In another instance, a person who deals with conflict resolution needs to be high on commitment and confidence.

Applying this standard of measurement to groups of people or teams, helps an organization see a collective comparison to the organization's competencies leading to success and achievable outcomes.

When people know where they are on their Seven Influence Traits®; they are better prepared to express their personalities, overcome obstacles, and reach for improved performance.

In the words of Tom Peters, *"Never underestimate the importance of the basics."*



Definitions

What is Influence?

Influence is the key factor in shaping how you are able to stand out from the crowd, be the voice that molds the opinions of others, or leads an organization from failure to success. Influence is that intangible quality that guides and motivates each and every person, and it is inescapable.

The mainstream meaning of influence has been, up to this point, externally based. They teach you to influence by doing or saying something to get a response. This approach puts you in a state of 'doing.' Influence here is something that happens outside of you.

The world's most influential leaders and business people know that real influence starts with you, not the other person. Influence begins by learning who you are and the traits you possess that provide the foundation for you to become an influential person. This approach puts you in a state of 'being.'

The Keller Influence Indicator® (KII®) measures the 'internal' aspect of influence. Influence from this perspective is the capacity to effect change on the character, development, or behavior of someone or something. It is learning and developing the single most important traits that will make you an influential person, not just a person who influences. The capacity to be influential exists in every person. Having this higher order of influence, of being influential, gives you the opportunity to impact your life, others' lives and your community.

What is the Keller Influence Indicator® (KII®) and K-Factor®?

The Keller Influence Indicator® (KII®) provides you with an overall score called your K-Factor®. The K-Factor® is a score that represents the total measure of your potential to be influential. That score encompasses all of the seven traits necessary for being influential: confidence, commitment, courage, passion, empowering, trustworthiness, and likeability.

The K-Factor® is a measure of the degree to which you are leveraging all your influence traits. Your K-Factor® score falls within a range between 22 to 100. The higher your K-Factor®, the more developed your influence traits are thereby increasing your potential to be influential. With your K-Factor® you now have a benchmark that lets you track your progress over time.

Within the individual KII® report you will find individual scores for each of the seven trait scales mentioned above: confidence, commitment, courage, passion, empowering, trustworthiness, and likeability. These scores indicate how well developed each of your influence traits are within that particular scale. Each trait scale contains seven sections: trait score meaning, your competitive advantage, your personal strengths, blindspots and pitfalls, improvements to make, benefits of improving, and how the trait is used at work, home and in the community.



Seven Influence Traits® Definitions

(see KII® Report for complete traits definitions)

Confidence

Attitude of believing, trusting and relying on yourself; self-assuredness in your personal judgment; comfort in unknown situations and outcomes; the whatever-it-takes mind-set

Commitment

Force behind achievement; achieved without excuses or debate; defined sense of purpose; dedication to intention and action

Courage

Strength, power, and determination; meeting head-on fear, painful or disturbing situation; pushing to the edge; foundation for all other virtues and values

Passion

Gift of the spirit united with life experiences; living and communicating with enthusiasm and eagerness; mind, body, and spirit work together creating ideas, energy and sacred values; compelling emotion and intense drive

Empowering

Practice of sharing information, rewards, and power with people; giving resources, authority, opportunity to increase competency and fulfillment; encourage others to gain control over their life and success

Trustworthiness

A moral value that is a virtue; you are honest, value loyalty and keep promises; comes through accepting responsibility and meeting expectations; demonstrating integrity

Likeability

A measure of how positively you are viewed by another; depends on ability to create positive attitudes in others; bringing joy, ease and respect to a relationship

5 Organizational Competencies Definitions

Organizational Competency #1: Leadership

Leadership has multiple definitions and expectations for a person or within a team or group of people. Regardless, the encompassing definition of leadership is the ability to lead in times of turbulence, challenge and opportunity. It involves courage and determination even the harshest critics will respect. Impactful leadership is necessary to course correct, make difficult decisions and establish standards of performance that are constantly improving all the time.

Warren Bennis said, “Leadership is the capacity to translate vision into reality.” It is the process of influence, which maximizes the efforts of others, towards the achievement of a goal. The goal of leadership is to ask, “Am I creating a context where others can lead?” rather than the question, “Am I leading?”

The Seven Influence Traits® effect how well a person develops their leadership abilities, their level of integrity and the respect they earn from others. Leadership promotes learning and adaptation. The Seven Influence Traits® are the basis for the rest of the organization to be assured that the person is making the best decisions, thereby building the faith of the organization in Him.

“A leader is best when people barely know he (she) exists, when his (her) work is done, his (her) aim fulfilled, they will say: we did it ourselves.”

- Lao Tzu

Organizational Competency #2: Communication

Communication is more than the imparting or exchanging of information. Communication is the glue that holds an organization together. It is more than speaking skills, assertiveness and the ability to read an audience or situation. It's about eye contact. It's about executive presence. And communication is the ability to condense complicated information into a meaningful message. When that happens is when you have communication that has impact.

The Seven Influence Traits® influence how well a person imparts his message, direction or solution. These influence traits are the foundation for increasing healthy communication across levels within the organization, and breaking down barriers. Solid communication practices are where beliefs and behaviors – which are impacted by the Seven Influence Traits® - are practiced consistently and relentlessly.

“In the absence of great communication the best ideas wither and die.”

- Dr. Karen Keller

LEADERSHIP

1

COMMUNICATION 2



5 Organizational Competencies Definitions (cont...)

Organizational Competency #3: Team Effectiveness

Evaluating team performance and effectiveness is related to two factors; the task and the social factors that influence the experience of the team as a social unit. For both of these factors to work together the team needs to review and achieve objectives, and have a healthy way of supporting its members, resolving conflict and achieving team cohesiveness. These factors directly and significantly impact the overall performance, freedom and experience of the team both within and outside the team.

The Seven Influence Traits® have an impact on team motivation, autonomy, and relationships. These influence traits enhance the individual’s skill of building and working within a team structure. They are a major determinant of how well the person will perform, produce, and procure leading edge results within a team or group.

“Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work.”

-Vince Lombardi



Organizational Competency #4: Strategy & Emerging Solutions

Quantum physicist, David Bohm, defines dialogue leading to emerging solutions as dialogue that encourages a person to learn individually and collectively new ways of thinking. He believed communication gets blocked as a result of the unique assumptions people bring to the conversation. The key to formulating and managing strategy is the ability to detect emerging patterns, help them take shape and, based on personal knowledge and intimate understanding, build from a sense of wisdom the best solutions.

Strategy and emerging solutions need each other in the world of business. Promising solutions depend on sound strategies and vice versa. Strategy and emerging solutions thrive under innovative business models, and add business value – all the while confronting persistent challenges and embracing diverse ideas. This approach to strategy and emerging solutions leads to greater agility in bringing products to the market faster than the competition.

The Seven Influence Traits® have an impact on strategic planning and emerging solutions, i.e., the quality of strategic planning. They are instrumental in forming individual and team motivation, autonomy, and relationships. The quality of strategic planning has an effect on strategy success. These influence traits determine and give the individual a sense of responsibility, creativity and insight.

“When I came to IBM I was a guy who believed in strategy and analysis.

What I learned was that corporate culture is not part of the game:

It is the game.”

- Lou Gerstner, Former CEO of IBM





5 Organizational Competencies Definitions (cont...)

Organizational Competency #5: Execution and Evaluation

A brilliant strategy or innovative plan can put you on the competitive map, but only execution can keep you there. The ability to execute then evaluate your solution or outcome is paramount to long-term longevity of the organization or business.

Executing for success is not planning for success. It is not a single decision or action – it is a process. Execution success depends on best practices and personal work habits. Sound execution demands that all levels of the organization roll up their sleeves and pitch in to make a difference. Execution calls for commitment to and a passion for results.

Organizations that create great ideas must be able to execute through clear task definition, delegation, and distraction-free priority implementation. Execution is a systematic process of rigorously discussing how's and what's, questioning, tenaciously following through, and ensuring accountability. Execution is the key to competitive success.

Evaluation and celebration of team success is done by stepping back and reflecting on what was accomplished and what was learned by the group. In many cases, these accomplishments require tremendous effort, sacrifice and perseverance, which need to be acknowledged. Recognizing how the individual contribution makes a difference is part of the evaluation process.

The Seven Influence Traits® have an impact on motivation, autonomy, and relationships. These influence traits impact the heart of the execution and evaluation in these three processes; people, strategy and operations. Great executors have clear goals, strive for simplicity, and simplify things so that others in the organization can understand, evaluate, and act on them.

“The right idea is important, but having the right execution is imperative.”

- Dr. Karen Keller

Scores

These are the K-Factor® and Seven Influence Trait® scores for: **Morgan Kelly**.



K-Factor
Score: **74**



Confidence
Score: **74**



Commitment
Score: **96**



Courage
Score: **76**



Passion
Score: **93**



Empowering
Score: **79**



Trustworthiness
Score: **84**



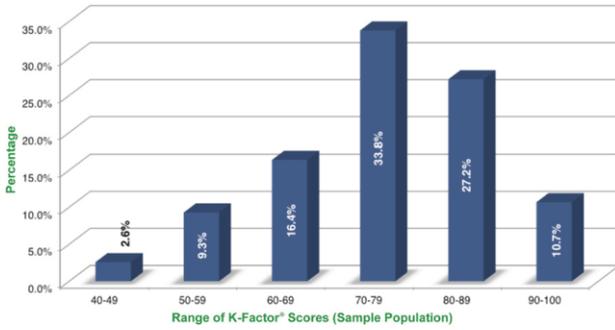
Likeability
Score: **62**



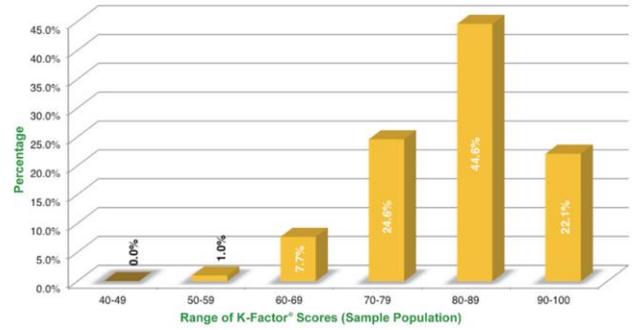
Score Ranges

The graphs below depict the percentage of the sample population that are in a particular range of the Seven Influence Trait® scores.

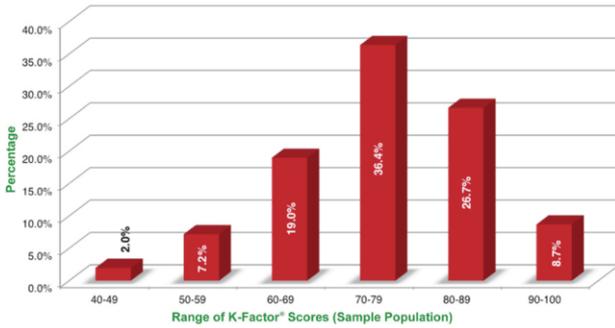
Confidence



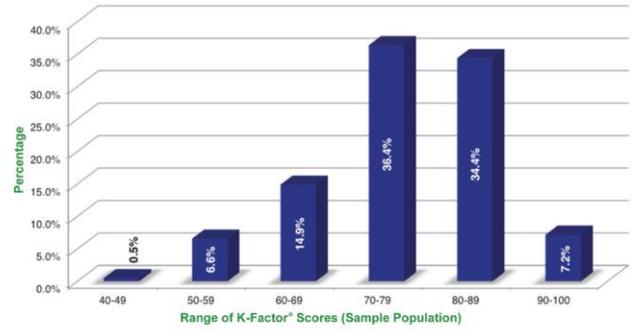
Commitment



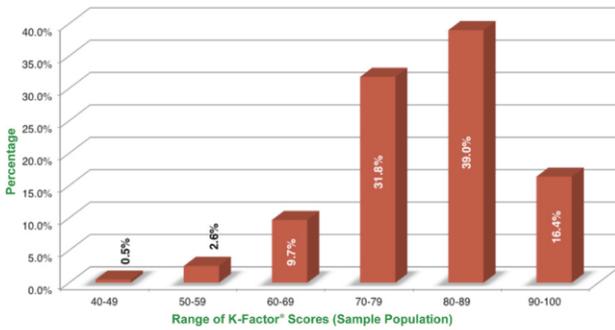
Courage



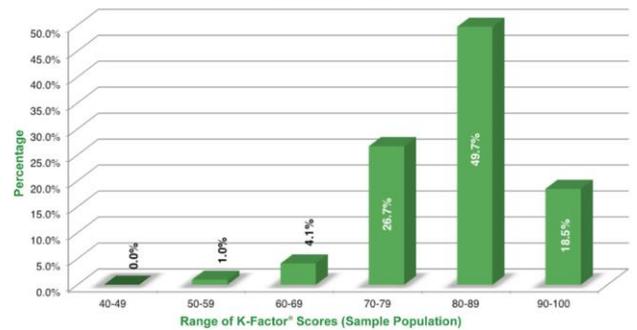
Passion



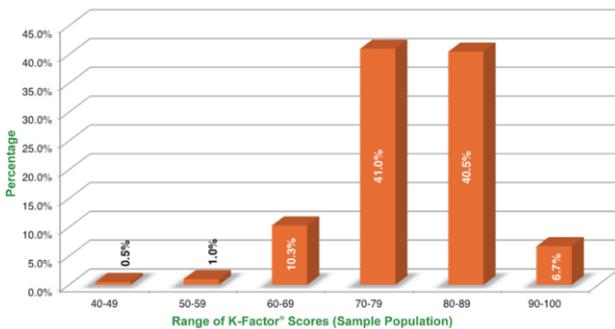
Empowering



Trustworthiness



Likeability





KII® Report Summary

Based on Morgan's responses, this summary reflects a broad commentary of his K-Factor® and Seven Influence Traits® scores and how they relate in general to his potential to be influential. These statements identify the level or benchmark of where he falls currently with respect to these influence traits. Use these general reflections to gain a better understanding and explanation of what may be influencing Morgan's abilities, performance, and/or relationships.

Morgan has a strong desire to be influential. He is eager to learn how to leverage his influence traits which means he needs to explore and define what matters most in his life. He is beginning to trust his insights into his own behavior but doesn't get caught up in meaningless distractions. Morgan is working on his ability to follow through more which will increase as his confidence grows. He has learned from past mistakes and is fairly optimistic about the future. This accounts for his strong sense of hope and confidence in accomplishing future goals. It's Morgan's sense of hope and good attitude toward what is possible that invigorates a team. They respond to his uplifting spirit as well as his forward thinking.

Morgan places a great deal of importance on succeeding which in turn spurs him toward believing in himself and others. He is thinking more for himself listening to his intuition. This is helping him reduce any fear he might have about future success and growth. He is setting goals that will encourage him to explore and move outside his comfort zone so he can challenge himself on more levels. Because of this attitude Morgan is highly motivated to become more likeable in his interactions with people. A possible reason for his low likeability score may rest in his urgency to be liked. He may come across as too eager or not paying attention to the cues he sends out and the impact this has on others. He may lack the patience to listen closely but does try to empower people around him to do a good job.

Morgan has a strong commitment to succeeding and being an integral member of a team or group who share the same values and ideals about what is possible. It is Morgan's passion that spurs him on to attempt the impossible. This may be interpreted by others as living in a dream world. But Morgan's thinking is, 'nothing ventured, nothing gained'. Morgan tends to influence people by being committed, passionate and trustworthy. He tends to upset people by being non-attentive and irritated with their mistakes.



Morgan's Confidence Trait Score: 74

Strong Strength

- Sees no benefit in comparing self to others
- Positive self-talk helps him take action
- Sees risk as a way to discover new things.
- Possess a high degree of certainty

- Secure in his capabilities
- Meets confrontation head on

Moderate Strength

- Comfortable in new circumstances
- Occasionally will share views when asked
- Attempts to act on opportunities when they arise
- Has some assurance in his skills and knowledge
- Usually confident

- Does not question his own judgments
- Knows his own mind

Moderate Challenge

- Making a difficult decision is stressful
- Tends to avoid tense situations
- Gets intimidated when asking for what they deserve
- Gets overwhelmed by problems
- Somewhat concerned about what people think of him

Strong Challenge

- Will not risk being vulnerable





Morgan's Commitment Trait Score: 96

Strong Strength

- Can easily identify problems and how to move forward
 - Does not let failure stop Him from achieving desired outcomes
 - Easily defends his beliefs even in the face of opposition
 - Takes action in spite of things looking hopeless
 - Fear doesn't stop him from getting results
 - Looks for ways to invest in what he believes in
-
- Willing to develop new behavioral patterns in order to reach a goal
 - Makes promises that he follows through on
 - Will not change a worthy goal when dismissed
 - Follows through on promises made
 - Has a high sense of allegiance
-
- Expects to be held accountable
 - Being responsible does not cause anxiety for him
 - Relentless in pursuing goals
 - Persistent in achieving specific results
 - Places high value on loyalty and dependability

Moderate Strength

- Tries not to second guess decisions
- Doesn't get discouraged often
- Returns to unmet goals and usually finishes them

Moderate Challenge

Strong Challenge





Morgan's Courage Trait Score: 76

Strong Strengths

- Will campaign for what he believes is right
- Welcomes being around powerful people
- Maintains suitable boundaries
- Chooses to live life on his conditions

- Moves on every good opportunity
- Resilient to coercion
- Easily meets issues head-on

Moderate Strengths

- Capable of bouncing back most of the time during tough times
- Willing to take action despite fears of criticism
- Tries not to let fear stop him from doing what is right
- Speaks up if called upon in a group

- Will deal with a bully if supported
- Will ask people for help if necessary
- Working on being a better risk taker
- Will leave his comfort zone only if required

Moderate Challenges

- Somewhat confident in managing conflict

Strong Challenges

- Comfortable following the crowd instead of thinking for himself
- Insists on hearing what others think before expressing an opinion
- Can easily be intimidated into saying YES





Morgan's Passion Trait Score: 93

Strong Strengths

- Gets excited about what each day will bring him
- Intensely involved in a cause that is meaningful to him
- Has a solid definition of what excellence looks like
- Overcomes obstacles to succeed in seemingly insurmountable situations
- Decisions are associated with living a purposeful life

- Views their environment as a vigorous and vibrant place to live
- Easily shares a strong position on what he is passionate about
- Enthusiastically takes risks in order to experience everything life has to offer
- Exposure does not prevent him from having passionate experiences
- Openly expresses his enthusiasm

- Highly inspired
- Embraces life with eagerness
- Confident in what life brings him
- Naturally innovative and resourceful
- Looks forward to the future with excitement

- Fearless in living a purposeful life
- Unstoppable in moving forward

Moderate Strengths

Moderate Challenges

- Tends not to trust his feelings

Strong Challenges

- Sees no purpose in tapping into anything larger than himself





Morgan's Empowering Trait Score: 79

Strong Strengths

- Consistently encourages the contribution of others
- Expects people to make their own decisions
- Anticipates people will produce ideas
- Provides all the necessary resources for people to be successful

- Constantly looking for ways to help people advance
- Always looks for ways to cultivate talent
- Easily trusts people's abilities to perform successfully
- Encourages others to fully contribute

Moderate Strengths

- Wants to believe most people are trustworthy
- Becoming confident in ability to facilitate and mentor people
- Learning to listen to what people have to say
- Learning to let go of micromanaging people

- Is working on listening better to others
- Believes in helping people grow
- Fosters people's development most of the time

Moderate Challenges

- Has a difficult time allowing people to do what they do best
- Struggles with being right over accomplishing a specific objective
- Not a firm believer in people being creative

Strong Challenges

- Believes he should be in charge at all times





Morgan's Trustworthiness Trait Score: 84

Strong Strengths

- Tells and listens to the truth regardless of the cost
- Supports others being in charge
- His presence makes it easy for people to share about themselves
- Seen as a safe haven for private information

- Steps up to the plate when things go wrong
- His beliefs are apparent in his actions
- Follows through on promises he makes
- His advice is often sought

- Knows how to keep a confidence
- Reliable and constant
- Very direct and open
- Trusts others until given a reason not to

Moderate Strengths

- Can be loyal in the right circumstances
- Can be trusted to keep secret knowledge about a person unless there's a reason to share it
- Is working on eliminating preconceived judgments

Moderate Challenges

- Sometimes resorts to caustic remarks when angry
- Sometimes becomes judgmental toward what others say and do
- Strong tendency to prepare a response rather than listen

Strong Challenges

- Can be particularly sarcastic





Morgan's Likeability Trait Score: 63

Strong Strengths

- Exhibits patience and good listening in conversations that are important to him
- Optimistic that people will learn from mistakes
- Fascinating person to be around
- Enjoys entertaining people
- Believes in being genuine

Moderate Strengths

- Pays attention to what others have to say
- Can take the good with the bad
- Believes his own ideas and feelings are most important
- Wants to engage people sometimes

Moderate Challenges

- Gets annoyed when people do not agree with him
- Does not show much interest in others
- Does not appear very pleasant much of the time
- Not much interest in people
- Will be honest if it serves a self interest
- Inclined to over-power people with his views
- Little toleration for mistakes – somewhat short-tempered

Strong Challenges

- Talks over people
- Makes little to no effort to remember information about others
- Is usually self-absorbed





SECTION TWO: 5 Organizational Competencies and the Seven Influence Traits®

Organizational Competency #1: Leadership

(See page 6 for complete Organizational Competency Leadership definition)

The Seven Influence Traits® effect how well a person develops their leadership abilities, their level of integrity and the respect they earn from others. Leadership promotes learning and adaptation. The Seven Influence Traits® are the basis for the rest of the organization to be assured that the person is making the best decisions, thereby building the faith of the organization in him or her.

Leadership and Morgan's Confidence Score 74

- Above average confidence in people's ability to lead
- Works to create and change organizational culture
- Has a good understanding of their values, beliefs, and assumptions
- Has a good sense of motivation and ambition

- Maintains a positive vision most of the time
- Recognizes the success of other team members

Leadership and Morgan's Commitment Score 96

- High capability of managing organizational resources
- Unquestionable loyalty to the people he leads
- Excited to tackle problems at the onset
- Vows to not be defeated

- Follows through on promise to create alignment among followers
- Uses core values to make a difference in the organization

Leadership and Morgan's Courage Score 76

- Takes calculated risks à deciding how to maintain high standards and uncompromising principles
- Knows the importance of how to run a business à how the business will add value in the marketplace
- Remains open to solving people issues
- Tries to monitor the environment for new ideas and occurring shifts in customer needs

- Needs to learn how to better articulate the connection between values and ideas
- Meets the challenge of continuous change
- Deals with transition most of the time



Organizational Competency #1: Leadership (cont...)

Leadership and Morgan's Passion Score 93

- Preserves energy to inspire others through a process
- Uses their passion to ignite their creativity
- Highly motivated to access a vision that supports their leadership role
- Self-awareness allows him to tap into natural talents

- Channels passion into their leadership role
- Possess intrinsic motivational forces that flow from inner passion
- Uses their passion to grow their vision
- Pursues issues-based passions providing them with a measure of fulfillment

Leadership and Morgan's Empowering Score 79

- Open-minded about sharing information with followers
- Sees the value in allowing people to make mistakes while learning
- Refrains from monopolizing creative space
- Tries to stay objective to the input from others

- Continues to create a balance between empowerment and delegation
- Struggles with how to give direction while at the same time empowering others
- Sometimes ignores leadership skill development in people
- Does not support a learning environment at all times

- Sometimes is threatened by what others know

Leadership and Morgan's Trustworthiness Score 84

- Will do the right thing in the face of unpopular opinion
- Understands that mistakes are the learning blocks of success and opportunities to encourage
- Creates an inspiring workplace
- Can be counted on to deal with the messy every day issues that plague organizations

- Stands by their word or promise
- Puts things in place to stay the course à provides resources
- Easily develops trust among people in the team



Organizational Competency #1: Leadership (cont...)

Leadership and Morgan's Likeability Score 62

- No desire to developing his people skills as a leader
- Needs to be more approachable
- Shies away from engaging with others
- Needs to exhibit more patience in listening and interacting with people

- Too suspicious of people's intentions
- Has a tendency to be critical of others
- Not much regard for being true to himself
- Many times refrains from giving respect and consideration to people

- Overlooks or does not notice the gifts and talents of others
- Thinks people who don't agree with him need to change
- Ignores how others feel



Organizational Competency #2: Communication

(See page 6 for complete Organizational Competency Communication definition)

The Seven Influence Traits® influence how well a person imparts his message, direction or solution. These influence traits are the foundation for increasing healthy communication across levels within the organization, and breaking down barriers. Solid communication practices are where beliefs and behaviors – which are impacted by the Seven Influence Traits® - are practiced consistently and relentlessly.

Communication and Morgan's Confidence Score 74

- Encourages others to communicate
- Works to communicate with clarity and understanding
- Displays awareness of importance of communication
- Prepares ahead of time to present, discuss or open the conversation
- Is open to correction and new learning

Communication and Morgan's Commitment Score 96

- Maintains a high commitment to open discussion of opinions and ideas
- Believes in the power of communicating commitment and loyalty
- Is not afraid of confrontation
- Possess great interpersonal skills with people

- Talks to and about the elephant in the room freely
- Extremely dedicated to the process of interaction and engagement
- Is enthusiastic about accountability

Communication and Morgan's Courage Score 76

- Has intentions of speaking up in against popular opinion but needs support
- Has some awareness of what causes fear when speaking with people
- Continues to work on knowing what they think, feel, and need
- Has some problem being vulnerable in communications

- Wants to establish relationships based on open and honest communication
- Tries to deal head on with criticism, rejection and negative feedback but needs support
- Most of his communication is based on his values and belief system
- Struggles with setting boundaries when interacting with people
- Tries to compensate for what others are feeling or their problems



Organizational Competency #2: Communication (cont...)

Communication and Morgan's Passion Score 93

- Always praises others for a job well done
- Believes in expressed enthusiasm in the workplace
- Refuses to let frustrations dampen their outlook on life
- Easily aroused toward action when communicating with groups of people

- Effortlessly communicates his desire for achieving a goal
- Highly capable of discussing current circumstances that might cause dissension or disarray
- No difficulty taking risks with eagerness and passion
- Is a remarkable catalyst for change and transition

- Totally capable of encouraging and inspiring others to respond with excitement
- Naturally stirs people into action

Communication and Morgan's Empowering Score 79

- Willing to learn how to make others or the group powerful
- Always looking for helpful questions that lead others to accomplish their goals
- Speaks intentionally to inspire independence and self-reliance from others
- Wants people to think for themselves and then share that information

- Comfortable in expressing his desire for others' capacity to improve and grow
- Encourages people to bring forth their ideas and opinions
- Articulates his belief in people making decisions at all levels of the organization
- Believes in helping people rise to a higher level of achievement

- Looks for ways and reasons to cheer people on
- Tries to offer constructive feedback to help others progress

Communication and Morgan's Trustworthiness Score 84

- Understands that trust has an effect on the truthfulness of interactions between people
- Believes that trust is the cornerstone to sound effective communication
- Accepts that trust prepares a person for unguarded or unexpected interaction
- Takes responsibility for facilitating the sharing of accurate information

- Deems trustworthiness as critical to cross-functional communication
- Practices interdependence among work groups and people
- Is trustworthy in giving and receiving information, feedback and support
- Sees inauthentic communication as a result of low trustworthiness and trust

- Steadily builds connections at all communication levels
- Values the ability to trust in what people are saying



Organizational Competency #2: Communication (cont...)

- Able to articulate the organization's mission, vision and goals
- Openly states company values and how they deliver on those promises
- Builds trusting relationships by adapting or flexing their communication style or approach

Communication and Morgan's Likeability Score 62

- Sees opponents in thinking as the enemy
- Self-centered and opinionated
- Worried only about what's in it for them
- Little regard for the benefits of feedback

- Gives harsh feedback without regard for consequences
- Asks questions that are leading and manipulative
- Uses communication to 'trap' other team members



Organizational Competency #3: Team Effectiveness

(See page 7 for complete Organizational Competency Team Effectiveness definition)

The Seven Influence Traits® have an impact on team motivation, autonomy, and relationships. These influence traits enhance the individual's skill of building and working within a team structure. They are a major determinant of how well the person will perform, produce, and procure leading edge results within a team or group.

Team Effectiveness and Morgan's Confidence Score 74

- Wants to build vision and direction for the team but needs support
- Sees that an atmosphere of belongingness among team members is importance but doesn't initiate it
- Uncertain about how to build a connection between group cohesiveness and performance
- Prefers a 'We-focused' as opposed to 'I-focused' team mentality

- Still needs to learn about the value of team synergy - the energy that truly makes "the whole greater than the sum of its parts."
- Wants to encourages an atmosphere where team members can ask questions
- Is somewhat fearful of participating in disagreement in the team
- Struggles in how to work through conflict in a constructive way

- Tries to give recognition to the contributions of individual team members
- Is learning to trust in the abilities of the group or team only when they've proven themselves

Team Effectiveness and Morgan's Commitment Score 96

- Strong commitment to team goals, vision and direction
- Maintains a serious obligation to the effect that team results have on other organizational jobs and performance
- Communicates engagement and an expectation of each team member individually and as a whole
- Highly values team commitment to hold each team member accountable

- Accepts the boundaries, roles and responsibilities of individual team members
- Believes in creating clear and meaningful responsibilities, duties and tasks
- Truly believes the team can and will achieve their goal
- High willingness to direct cognitive and behavioral resources toward goal attainment

- Understands the connection between team commitment and team performance
- Practices servant leadership (shared leadership) within the team environment
- Voluntarily provides support and assistance to other team members

TEAM
EFFECTIVENESS 3



Organizational Competency #3: Team Effectiveness (cont...)

Team Effectiveness and Morgan's Courage Score 76

- Group norms are viewed as somewhat fluid and not based on expectations
- Think it is important to know why the team exists and what they're working towards
- Supports a climate that enables team members to speak up and address real issues most of the time
- Is more comfortable with controlled team member honesty and openness

- Encourages team members to shares ideas and opinions
- Uncomfortable in dealing openly with obstacles and problems
- Listens intermittently to different perspectives
- Hesitant in addressing key issues related to team tasks and goals

- Does not like asking for help in the team
- Gets nervous about risk taking and inter-member interaction within the group
- Tries to avoid groupthink – he tries to confront popular opinion
- Apprehensive when guiding team interaction or results

Team Effectiveness and Morgan's Passion Score 93

- Expresses a strong sense of team purpose
- Instrumental in building the quality of team experience and team viability – team's capacity to adapt to internal and external changes
- Strives to ensure a positive social environment
- Believes in preserving a positive team attitude
- Highly supports collaborative innovative relationships among team members

- Infuses team with creative, synergistic tasks and celebratory activities
- Possesses great zeal for providing encouragement and positive feedback
- Outwardly acknowledges team success and effort
- Proud to have a sense of affiliation with the team

- Goes outside the box to strengthen team morale
- Highly capable of emotionally supporting team members to feel appreciated – bolstering sense of self worth
- Does not hold back in cheering the team toward success and goal achievement

TEAM EFFECTIVENESS 3



Organizational Competency #3: Team Effectiveness (cont...)

Team Effectiveness and Morgan's Empowering Score 79

- Understands the importance of team dynamics and personalities but does not always follow through
- Tries to encourage the team to communicate their skills and talents
- Supports a mutually respectful relationship among team members
- Builds rapport among group members and outsiders often

- Encourages team members to learn from mistakes and errors in decision making
- Needs to understand that individual growth spills over into team productivity and success
- Able to share information and knowledge with team but not consistently
- Struggles with shifts in power and leadership
- Likes to jump in with the answers

Team Effectiveness and Morgan's Trustworthiness Score 84

- Will not betray trust
- Has a solid bond with other teams
- No room for sarcasm or belittlement
- Shows emotions to others à not afraid to emotionally connect
- Reliable and keeps their word to deliver on time
- Nonjudgmental when others make mistakes
- Admits when they are wrong
- Knows that trustworthiness is more than expertise

Team Effectiveness and Morgan's Likeability Score 62

- Works to avoid distractions while others are engaging
- Intermittently flexible
- Little toleration of alternative opinions
- Tries to make a difference
- Sees humor as possible weakness
- Is not very transparent



Organizational Competency #4: Strategy & Emerging Solutions

(See page 7 for complete Organizational Competency Strategy & Emerging Solutions definition)

The Seven Influence Traits® have an impact on strategic planning and emerging solutions, i.e., the quality of strategic planning. They are instrumental in forming individual and team motivation, autonomy, and relationships. The quality of strategic planning has an effect on strategy success. These influence traits determine and give the individual a sense of responsibility, creativity and insight.

Strategy & Emerging Solutions and Morgan's Confidence Score 74

- Works to respond quickly to competitive and market changes
- Puts effort into planning, pursuing and realizing ideas that lead to action
- Successfully manages his knowledge of the work, corporate capabilities and market opportunities
- Looks for the opportunity to create new innovations but struggles at times
- Wants to incorporate quality thinking and creativity into every strategy and solution
- Tends to overlook opposing views and ideas during the innovative process
- Listens to the personal knowledge and intimate understanding of operations from others in creating emerging solutions
- Works to discover the capabilities and potential of each strategy
- Subscribes to the idea that crafting a strategy requires a natural synthesis of the future, present, and past
- Teaches the key to creative strategy and emerging solutions is the connection between thought and action
- Desires to achieve best practices in strategy formation but needs support
- Questions whether innovation can emerge in response to an evolving situation or action
- Tends to overstate his own abilities

Strategy & Emerging Solutions and Morgan's Commitment Score 96

- Recognizes successful risk taking to find solutions
- Highly motivated to accomplish goals and more
- Willing to go against popular opinion
- Confidently pursue implementation of planned actions yet remain flexible in execution
- Highly invested in the organization's reputation
- No fear in setting their own standards for performance



Organizational Competency #4: Strategy & Emerging Solutions (cont...)

Strategy & Emerging Solutions and Morgan's Courage Score 76

- Thinks about new innovations and approaches to solutions but struggles to implement them
- Prefers not to deal with unpopular ideas, beliefs or viewpoints
- Respects quality thinking and basic held principles in establishing sound strategy but is resistant to challenge his own thinking
- Willing to explore diverse ideas and innovative approaches but needs encouragement

- Capable of shifting insight and ideas to new contexts but needs direction
- Explores how to organize information to generate new strategies and solutions
- Attempts to deal with problematic claims, concepts, and strategies
- Identifies resources needed to reach the best result by evaluating innovative solutions in relation to one another

- Has potential to examine the issues the strategy is designed to address
- Prepared most of the time to entertain contrary views and beliefs in an effort to reach the best strategy

Strategy & Emerging Solutions and Morgan's Passion Score 93

- Sets the bar high and does not judge if not obtained
- Extreme enthusiasm about achieving extraordinary goals and objectives
- Passion allows them to overcome internal obstacles such as self doubt or uncertainty
- It is obvious this team passionately and authentically expresses themselves in everything they do

- Extreme motivation to achieve the impossible
- No fear in using his talents to succeed

Strategy & Emerging Solutions and Morgan's Empowering Score 79

- Helps people learn new skills that can be transferred to discovering new solutions
- Has the ability to rotate roles and responsibilities
- Eager but struggles with implementation of new concepts that could lead to new innovations
- Has the ability to connect the organization's purpose to leading edge solutions

- Welcomes involvement in significant business and group development
- Creates a positive work environment for engagement and clear thinking



Organizational Competency #4: Strategy & Emerging Solutions (cont...)

Strategy & Emerging Solutions and Morgan's Trustworthiness Score 84

- Trusted to distinguish relevant from irrelevant facts
- Willing to be part of the solution without forgetting the problem
- Strives for the right balance between individual initiative and desired organizational solutions
- Accommodates diverse and innovative ideas and approaches

- Respectful of and loyal to the strategic process and design
- Takes time to consider creative and advanced inspiration
- Some initiative to bring together complex strategic ideas and emerging solutions
- Knows that integrity and truthfulness have a direct effect on relative advantage

- Looks for ways to reduce perceived risk
- Protects his reputation for managing the innovative process
- Tries to incorporate the highest standards of virtue, character, and integrity
- Demonstrates his conviction to his value system

Strategy & Emerging Solutions and Morgan's Likeability Score 62

- Uncomfortable with likeability as a part of strategy and solutions
- Uncertain about how to make his partner a real partner in forming strategic alliances and practices
- Struggles understanding that the end depends upon the beginning
- Not sure how to offer a motivating attitude when engaging/interacting with others

- Not much use for a solid network to call upon as resources
- Not much faith in people being capable of making a contribution
- Frustrated when developing his listening habits to connect with others
- Uninterested in what drives and arouses others toward bold innovative ideas

- Disregards honest communications – sees it as irrelevant
- Questions the use of human contact as a means to explore emerging solutions
- Does not pay attention to demonstrating right and wrong



Organizational Competency #5: Execution and Evaluation

(See page 8 for complete Organizational Competency Execution & Evaluation definition)

The Seven Influence Traits® have an impact on motivation, autonomy, and relationships. These influence traits impact the heart of the execution and evaluation in these three processes; people, strategy and operations. Great executors have clear goals, strive for simplicity, and simplify things so that others in the organization can understand, evaluate, and act on them.

Execution & Evaluation and Morgan's Confidence Score 74

- Sometimes encourages people to openly express their ideas
- Will bring consistency and continuity together in systems if required
- Can create buy-in with team
- Stays personally involved in the end result

- Will refocus and flex the strategy if necessary
- Looks closely at the details
- Believes coaching is an important part of expanding people's capabilities
- Sometimes second guesses decisions once they are made

Execution & Evaluation and Morgan's Commitment Score 96

- No problem delivering on his intentions
- Acts based on solid information vs. self-interest
- Has a very clear idea of his role and responsibilities in executing strategy
- Extreme obligation to address the root cause of and issue an not only the symptom

- Dedicated to increasing the accuracy and reliability of forecasting results
- Big believer in increasing accountability through actions not words
- High commitment to creating a space for exchanging information discussing issues
- Exceedingly capable of changing the strategy to support actions that need to be taken

- Believes that execution needs to emerge as a discipline in its own right
- No toleration for resistance to making things happen or taking action

Execution & Evaluation and Morgan's Courage Score 76

- Connects with people to get the job done
- Encouraged by listening to alternative suggestions/ideas
- Keeps priorities clear and simple
- Struggles with making difficult decisions

- Can admit to mistakes in execution or direction but not always
- Believes people should be free to dialogue openly, without fear
- Sometimes reluctant to face the reality in the organization



Organizational Competency #5: Execution and Evaluation (cont...)

Execution & Evaluation and Morgan's Passion Score 93

- Carries out processes with rigor and intensity
- High on making a commitment to the plan
- Enthusiastic about proving an idea
- Places high value on involving people at all levels of organization

- High energy and enthusiasm
- Creates a culture of action in the workplace

Execution & Evaluation and Morgan's Empowering Score 79

- Tries to empower business units with resources rather than inspections
- Relies on decisions capabilities across all levels of the organization
- Sometimes gets in the way of the flow of information across organizational boundaries
- Educates many employees with the necessary information to understand the bottom-line impact of their daily choices

- Shares most of the information managers need to access the key results of the business
- Sometimes feels threatened by teams who have been given authority to build strategy and action together
- Uses continually developing delegation skills to increase accountability
- Encourages experimentation but within parameters

- Tries to demonstrate how execution and evaluation are accomplished but needs support

Execution & Evaluation and Morgan's Trustworthiness Score 84

- Invested in solidifying the connection between reward and performance
- Trusted to follow through on their initiatives and strategies
- Believes in clear simple action-oriented objectives that are clearly understood throughout the organization
- Believes in truth-telling in the organization

- Knows what resources to use and HOW to apply them
- Supports collaborative processes that bring organizational and individual goals into better alignment
- Relied upon to complete the assigned task not matter what it takes
- Believer in listening to intuitive juices to guide actions

- Easily builds trust with transparency and self-disclosure
- Without a doubt can be trusted to complete the assigned task no matter what it takes
- Easily expresses compassion for others



Organizational Competency #5: Execution and Evaluation (cont...)

Execution & Evaluation and Morgan's Likeability Score 62

- Is critical of courageous leaders
- Struggles in bringing out the best ideas and behavior in others
- Has a hard time identifying the right resources to get the right results
- Tries to see the humor in most situations

- Does not like admitting when he is wrong
- Can't let go of the mistakes he has made
- Is overly prideful of his work at times
- Seldom uses words that support rather than discourage

- Refuses to entertain that there could be a connection between accountability and performance
- Not very approachable
- Holds others more accountable than himself



SECTION THREE: Contribution and Value to the Organization

There are four major themes that organizations or businesses are interested in; potential to impact people, ability to take action, response to pressure and managing conflict. Performance in these four areas is critical to the person's success as well as company success. This section of the SOCR® Report identifies how well or likely a person will meet the opportunities or challenges that these four areas present. The information listed under each of these four areas are the primary drivers for that particular area. By knowing a person's potential behavior or response in these four areas an organization can best identify and capitalize on his or her particular value to the organization.

Morgan's Potential to Impact People

The impact an individual has on other people or situations depends greatly on the influence they apply in their own life. It involves the way a person approaches life and their work that determines how influential they will be in all aspects of their life. The Seven Influence Traits® helps a person get closer to the meaning and purpose that they find in their life, which in turn predicts and supports how they will shape their world.

- Capable of following through on promises he makes
- Believes that most people are worthy of trust
- Easily expresses what he is passionate about

- Learning to listen to what people say
- Wants people to grow and contribute
- Supports others leading and/or being in charge
- Optimistic about his environment and what it offers him

- People tend to seek his advice
- Working on being patient with people
- Believes people can learn from mistakes
- Sometimes wrestles with being judgmental about others' actions

- Tendency for self-importance
- Tends to talk over people in urgent situations
- Knows he may leave the impression of not being pleasant
- Can be short-tempered



Morgan's Ability to Take Action

Taking action in life or in an organization is the key to results. Ideas can be profound but it is only in the action behind the idea that makes it truly useful. Action is contagious; it inspires, motivates and guides people to pave new pathways beyond imagination.

- Able to take action in what seem to be impossible situations
- Makes an effort to act on opportunities
- Does not allow fear of criticism to stop him from taking action
- Can be unrelenting in pursuing his goals

- Especially direct and open with communicating his behavior
- Takes a lot of energy to leave his comfort zone
- Usually returns to unmet goals and completes them
- Strong tendency to take over the project

- A constant and reliable force in most everything he does
- His actions represent what he believes in
- Cares about getting specific and required results
- Enthusiastically experiences what life has to offer

- Always increasing his ability to take more risks
- Stays involved in something larger than himself



Morgan's Response to Pressure

Facing uncomfortable situations happens to everyone. Some people freeze while others forge ahead into the wilderness. How a person responds while experiencing pressure depends on his or her ability to love, embrace, and confidently march into the situation. The capacity to engage with the pressure is essential in creating the best possible response under any circumstance.

- Believes it is useless comparing himself to others
- Very secure in how he feels about things
- Fear does not hold him back from getting to the end result
- Working towards not second guessing his decisions

- Does not get discouraged from a worthy goal
- Does not experience anxiety when given responsibility
- Able to rebound from difficult times
- Comfortable being around leaders and powerful people

- Learning to be comfortable in new circumstances
- Finds making difficult decisions stressful
- Feels too vulnerable asking for what he wants
- Usually wants to hear what others think before speaking out

- Has a desire to be right
- Takes responsibility (if it is his) when things go wrong
- Believes in the truth regardless how it looks

Morgan's Management of Conflict

Managing conflict is arguably the hardest thing an individual faces. Conflict is a challenge that in some cases tests a person's talent or skill to resolve effectively. Dealing directly and fairly with conflict is part of life in particular the job or position in an organization. People who view conflict as an opportunity for learning, creating and accomplishing are ahead of the game.

- Shares his opinions when asked
- Tendency to stay away from tense situations
- If needed, will meet confrontation head on
- Learning to be confident in how to manage conflict

- Preserves appropriate boundaries
- If pushed can become sarcastic or harsh
- Gets annoyed with people who don't pull their weight
- Naturally innovative and resourceful in resolving conflict

- Confident in his ability to help people reach agreement



SECTION FOUR: Recommendations and Next Steps

Morgan now has an understanding of his Seven Influence Traits®; what role each trait plays in the 5 organizational competencies and how these traits impact him, his work, how he takes action, and his response to pressure and conflict. The following question is, “What should Morgan do next?” Use these recommendations to understand, improve or enhance Morgan’s Seven Influence Traits®. Growth and advancement occur when the Seven Influence Traits® align with the organization’s goals, strategies, and innovative culture.

Recommendations & Next Steps for Morgan

- à Look for areas where there may be a discrepancy either in strengths and challenges or in descriptions of the trait under each of the 5 Organizational Competencies. The SOCR® Report is based on Morgan’s responses, however, he may have responded slightly differently to items under different traits. This is an opportunity to explore further between any discrepancies. Answer these questions to make a more accurate determination:
 1. Which characterization or statement better represents me? At work? In my personal life?
 2. What do I agree with or disagree with? Why?
 3. Who can help me with this process? How will I use him or her effectively?
- à Look through your KII® and SOCR® Reports to see where things may not describe how you are in certain situations. Identify what resonates for you and what doesn’t. This is important as any assessment can only measure according to the responses of the participant. So it can occur that a participant’s response does not truly or adequately characterize them.
- à Begin working on the **Self-Debriefing Guide and Action Plan Intro** document. This will help you start the process of familiarizing yourself with the meaning of your KII® results. It will put you in the mindset of organizing and sorting where you want to start and what needs our attention.
- à Work with a coach, supervisor or on your own to take greater, more lasting steps in building your Seven Influence Traits® by working in one or more of the KII® Workbooks. You can either choose a KII® Workbook that helps you improve an influence trait that was low OR work in a KII® Workbook to learn better and more efficient ways of expressing an already strong influence trait.



Recommendations for boosting your Seven Influence Traits®

Confidence

- Take one more risk at work each week
- Talk to a person that you are afraid of
- Step up and accept accountability without fear (or in spite of fear)

Commitment

- Form one new habit each month that will build your confidence
- Revisit an old goal and make a plan to start again
- Create an atmosphere of shared commitment (share stories, purpose and ownership)

Courage

- Decide what kind of day you will have each morning
- Share an idea – with everyone
- Start a conversation with someone you view as powerful

Passion

- Share something you are passionate about
- Talk about a blessing in disguise
- Express your excitement for life (if none, find some)

Empowering

- Entrust 2 tasks to someone on your team
- Offer praise when the person at work makes a mistake
- Share a piece of knowledge or information to make someone else successful

Trustworthiness

- Ask for feedback from the most unlikely person at work
- Become a person people want to include in their network
- Choose one relationship and cultivate it to a deeper level

Likeability

- Admit when you are wrong
- Practice the ability to remain silent
- Offer a smile

Overall, use your KII® and SOCR® Reports as living tools that can guide, answer and offer you support in achieving great results in your job, relating to people, and overall success. Keep it with you. Refer to sections that resonate and offer you insight into who you are and how you function. Highlight, write in the margins, or whatever you need to do to stay in front of what you need to be learning AND doing to incessantly improving your potential to be influential.



Start Today on Your KII® Self-Debriefing Guide & Action Plan Intro

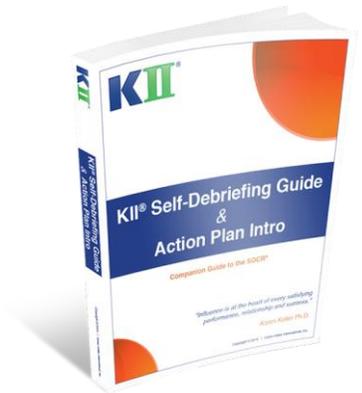
The KII® Self-Debriefing Guide & Action Plan Intro is the Companion Guide to the SOCR® Report where you have the opportunity to reflect and increase your awareness, noticing your strengths and areas where growth is needed. This guide is used to build your insight into behaviors that add value to your life, both professionally and personally.

This is the first step in becoming engaged in the process and creating experiences to make sense of how being influential is within your grasp. You will learn by doing, thinking about and assimilating your learning into your work life as well as your personal life.

The KII® Self-Debriefing Guide & Action Plan Intro opens the door to being an active participant in increasing the effectiveness of what you have learned from your KII® and SOCR® Reports. It puts into perspective where to begin, how to view each trait as well as what action is appropriate for where you are with being influential.

The KII® Self-Debriefing Guide & Action Plan Intro allows you to search for and entertain options that will help you build your influence potential while at the same time bringing you closer to growing each of your Seven Influence Traits®.

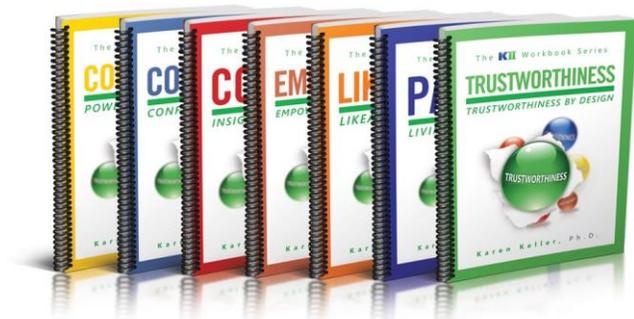
Visit www.Karen-Keller.com to get more information on the KII® Self-Debriefing Guide & Action Plan Intro. Or contact us at info@karen-keller.com.





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Embark on a Life-Changing Journey of Personal and Professional Influence. To learn more about KKI Influence products, services, programs and events contact a KKI Team Member at info@karen-keller.com and they will answer all your questions!



Available
Individually or
as a Box Set

The **Insights into Courage KII® Workbook** will help you create a culture of personal courage, increasing your strength, power, and determination. You will discover how to move forward without fear when resources are limited, reaching your deepest truth.

The **Confidence in Motion KII® Workbook** more than heightens your awareness about your self-confidence, it teaches you to increase your “whatever-it-takes” attitude by exploring confidence fundamentals, competencies and mastery with step-by-step guidance.

The **Leading with Passion KII® Workbook** gives your step-by-step lesson plans on how to identify what matters most you, helping you connect with your purpose, and to successfully use your passion at work. You will learn about the four steps of the Passion Cycle, the Leisure-Passion Connection and how to Take-the-Leap Analysis.

The **Power of Commitment KII® Workbook** teaches you the underlying reasons for making healthy commitments, how you can stay faithful to them, and the benefits to your life. It does this by targeting key areas; acceptance, self-awareness, values, and committed action.

The **Empowering with Purpose KII® Workbook** shows you how to develop your Empowering Compass, how to conquer the 5 most common limiting beliefs around empowerment, and design a compelling personal vision. You will differentiate between empowering and delegation (and act on it) and learn to lead by giving up control.

The **Trustworthiness by Design KII® Workbook** is 150 pages of powerful exercises, guides, self-quizzes, and questions to challenge and move you out of your comfort zone and into your highest standard of trustworthiness. It will help you increase your loyalty to others, keeping your promises, and being honest by being yourself.

The **Likeability in Action KII® Workbook** will show you how to take the necessary steps in shifting your mind and approach to becoming a likeable person. You will have access to 150 pages of material that shows you which questions are the smart ones, how to utilize your resources, and how to remain likeable even in conflict.



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